## Approved For Release 2001/07#42 : CIA-RDP82-00357R000600140008-

## SECRET

12 September 1968

MEMORANDOM FOR: Inspector General

SUBJECT

: Comments on the DDP Proposed Revision to the Fitness

Report System

1. The Deputy Director for Plans' proposed revision was read by and discussed with Messrs. 25X1A9a

- 2. There are several points on which we all agreed:
- a. The DDP proposal offers little, if any, improvement over the present system.
- b. The DDP proposal for a three-rating scale is not an improvement. In general, we felt there should be either two ratings or a multiple above three. We favor the use of Satisfactory and Unsatisfactory. The narrative would tell the employee's worth and compare him with others, and place him in a relative position such as the upper third, middle or lower third of all similar employees. If unsatisfactory, direct action must be taken to reassign, retrain or separate.
- c. There should be no more than two "specific duty" boxes. The employee should be rated on his assigned duty and secondary "principal" assignments. Beyond that, again, miscellaneous functions could be covered in the narrative.
- d. The narrative is the heart of the form, and all employees should be instructed in preparation and writing of a good narrative.
- e. The <u>reviewing officer</u> should make a basic evaluation of the rating officer (if able by previous association). For example, "I have known the rater for several years and, while an excellent rating officer, he tends to rate all subordinates a little high (low, etc.)."
- f. If, as a part of this system, employee consultation is performed, then it should be recorded on the Fitness Report form.
- g. Provide space for the rated to comment, if he chooses, as well as sign the form. For example, if the rated employee has decided to file a rebuttal, by so stating in his signature block, the rebuttal is less likely to be lost.

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- 3. Some additional thoughts are offered for consideration:
- a. If a five-unit scale is used, consider applying a numerical factor. (Many people use plus and minus now on present adjective ratings) Example:

Outstanding	8.1 -	10
Strong	6.1 -	8
Average	4.1 -	
Weak	2.1 -	4
Unsatisfactory	0 -	2

Such a system would provide a foundation for application of data processing machines.

- b. The fitness report should not be a vehicle for promotion recommendations. It is the basis for promotion and a tool for relative rankings by career panels.
- 4. Paramount in our thinking is:
- a. The fitness report should be as simple as possible in concept and format; and,
- b. Supervisory personnel should be "educated" in preparation of fitness reports.



25X1A9a

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